

Self-Efficacy and Family Support in Female Hospital Employee Turnover Intention

Kadek Julia Praba Dewi^{1*}, Agus Wahyudi Salasa Gama², I Gusti Ayu Imbayani³

Universitas Mahasaraswati Denpasar, Bali, Indonesia^{1,2,3}

liapraba71@gmail.com^{1*}, salasa.gama@unmas.ac.id², imbayani@unmas.ac.id³



Article History

Received on 03 June 2026

1st Revised on 04 June 2026

2nd Revised on 05 June 2026

3rd Revised on 15 June 2026

Accepted on 15 June 2026

Abstract

Purpose: This study examines turnover intention among female hospital employees by explaining how work-family conflict and job stress influence the intention to leave through self-efficacy and family organizational support.

Methodology: This study used a quantitative survey design at *Rumah Sakit Umum Daerah (RSUD) Wangaya Denpasar City*, Bali, Indonesia. The population comprised 729 female employees, and 259 respondents were selected using Slovin's formula. Data were collected using structured questionnaires, supported by interviews and documentation. The model was analyzed using SmartPLS 3.0 via partial least squares structural equation modeling.

Results: Work-family conflict and job stress negatively affected self-efficacy and positively affected turnover intention. Self-efficacy negatively affected turnover intention and partially mediated the effects of work-family conflict and job stress. Family organizational support moderated several paths, although it did not significantly moderate the effect of job stress on turnover intention.

Conclusions: Female hospital employees are more likely to consider leaving when role conflict and job stress reduce their confidence in managing work demands.

Limitations: The study used cross-sectional data from one public hospital; therefore, causal claims and generalization remain limited.

Contributions: This study contributes to human resource management by integrating psychological and organizational mechanisms to explain turnover intention among female healthcare employees.

Keywords: *Family Organizational Support, Job Stress, Self-Efficacy, Turnover Intention, Work-Family Conflict*

How to Cite: Dewi, K. J. P., Gama, A. W. S., Imbayani, I. G. A. (2026). Self-Efficacy and Family Support in Female Hospital Employee Turnover Intention. *Studi Akuntansi, Keuangan, dan Manajemen*, 6(1), 129-141.

1. Introduction

Turnover intention remains a critical issue in healthcare organizations because it signals the possibility that employees may leave before actual resignations occur (Zhang et al., 2024). In hospital settings, this intention can disrupt staffing stability, service continuity, and patient care quality because healthcare services depend on stable teamwork and reliable routines (Galanis et al., 2024). This issue is more sensitive among female employees because hospital work often requires rotating shifts, emotional labor, emergency response, and continuous interaction with patients. These demands may conflict with family responsibilities and create psychological strains (Dousin, Collins, Bartram, & Stanton, 2021). Recent healthcare studies have shown that work stress, work-life pressure, and organizational support are closely related to employees' intention to leave (Yuan et al., 2024). Female hospital employees often face a dual role structure because they must meet professional expectations in the workplace while also responding to family responsibilities outside the workplace. Work-family conflict occurs when demands from work and family become incompatible, so participation in one role makes participation

in another role more difficult ([Jia & Li, 2022](#)). This conflict can reduce emotional energy, weaken job satisfaction, and increase withdrawal cognition ([Saigusa, Sakuraya, & Watanabe, 2024](#)). Recent studies have also associated work-family conflict with exhaustion, declining commitment, and turnover intention across the healthcare, social work, and service sectors ([Siddiqi, Rahman, Esquivias, & Hutapea, 2024](#)).

Job stress is another important factor in hospital employees' turnover intention. Healthcare work involves heavy workloads, time pressure, interpersonal demands, responsibility for patient safety, and limited tolerance for errors ([Galanis et al., 2024](#)). These conditions may create physical and psychological strain, particularly when employees have limited coping resources. When stress continues without adequate support, employees may view resignation as a means to safeguard their well-being ([Pei, Wang, Jiang, Guo, & Ni, 2024](#)). Recent evidence confirms that work stress directly increases turnover intention and may also influence it through psychological mechanisms such as burnout, reduced self-efficacy, and poor mental health ([Rafiei, Sour, Nejatifar, & Amerzadeh, 2024](#); [Shao, Guo, Yue, & Zhang, 2022](#)). This study does not position work-family conflict and job stress as isolated predictors. Instead, it frames turnover intention as the result of psychological and organizational processes. Self-efficacy represents an internal psychological mechanism that reflects employees' belief that they can handle difficult tasks, overcome barriers, and manage pressure ([Cabrera-Aguilar et al., 2023](#)). Employees with stronger self-efficacy tend to interpret demands as manageable challenges rather than reasons to withdraw from the organization ([Dianat, Azemi, Abdollahzadeh, Bazazan, & Asghari Jafarabadi, 2021](#)). Recent studies on nursing and employees have shown that self-efficacy can reduce the negative impact of stress and strengthen work adjustment ([Tsang, Liu, & Nguyen, 2023](#)).

Family organizational support represents the organizational boundary conditions in this study. It refers to employees' perception that the organization values their contributions and supports their family related needs ([Q. Li, Mohamed, Mahomed, & Khan, 2022](#)). In a hospital, this support may appear through fair shift scheduling, responsive supervisors, family sensitive leave policies, practical help from colleagues, and organizational concern for employees' well-being. Organizational support can reduce turnover intention because employees perceive that their organization understands their work and family needs ([Galanis et al., 2024](#)). [Aleyda and Berliyanti \(2023\)](#) also shows that perceived organizational support is relevant to employee engagement and positive work attitudes. The empirical context of this study is the *Rumah Sakit Umum Daerah* (RSUD) Wangaya Denpasar City. The thesis data show that the hospital experienced employee turnover from 2020 to 2024, with an average turnover rate of 11.66%. Preliminary interviews also indicated that many turnover cases involved female employees who faced role pressure, shift work, emergency duty, and family responsibilities issues. The original thesis used 259 female employees as respondents and analyzed the model using SmartPLS 3.0. This article refocuses the thesis into one integrated research topic, namely, how self-efficacy and family organizational support explain turnover intention among female hospital employees.

This study contributes to the literature in three main ways. First, it links work-family conflict and job stress with turnover intention in a female hospital employee context, a setting that remains important because healthcare turnover threatens service continuity ([Galanis et al., 2024](#)). Second, it explains self-efficacy as a psychological mechanism that connects work demands to turnover intention ([Shao et al., 2022](#)). Third, it examines family organizational support as a contextual boundary condition that may strengthen or weaken the effects of role conflict, job stress, and self-efficacy ([Gull, Asghar, Bashir, Liu, & Xiong, 2023](#)). Therefore, this study offers a more focused model than a broad thesis model while still using complete empirical evidence from the original research.

2. Literature Review and Hypotheses Development

2.1 Turnover Intention among Female Hospital Employees

Turnover intention refers to an employee's conscious tendency to consider leaving an organization. Although it does not always lead to actual resignation, it is one of the strongest early signals of possible employee departure ([Zhang et al., 2024](#)). In healthcare organizations, turnover intention may affect service quality because hospitals require stable teamwork, accumulated clinical experience, and reliable patient-handling routines ([Galanis et al., 2024](#)). Current studies show that turnover intention among

healthcare employees can arise from stress, insufficient support, work-family pressure, low job satisfaction, and limited psychological resources ([Abdelwahed, Al Doghan, Saraih, & Soomro, 2024](#); [Yuan et al., 2024](#)).

Female employees in hospitals face specific employment contexts. They work in service systems that operate continuously but often carry significant family responsibilities ([Dousin et al., 2021](#)). This condition increases exposure to work-family tension and role strain. For female employees, turnover intention may emerge not only from dissatisfaction with work but also from the perception that the current job structure is incompatible with family life ([Siddiqi et al., 2024](#)). Studies on nurses and female healthcare employees show that work-family pressure and perceived stress can intensify the intention to leave when employees lack support and coping resources ([Yuan et al., 2024](#); [Zhang et al., 2024](#)). This study uses the theory of planned behavior as its explanatory logic. The theory views intention as a direct antecedent of behavior and links intention to attitudes, social norms, and perceived behavioral control. In this study, work-family conflict and job stress shape negative attitudes toward work. Self-efficacy reflects perceived behavioral control because it captures the confidence to handle difficult situations ([Shao et al., 2022](#)). Family organizational support reflects a supportive social and organizational context that can influence how employees interpret stressors and their decisions to stay or leave ([Q. Li et al., 2022](#)).

2.2 Work-family Conflict, Job Stress, and Self-Efficacy

Work-family conflict occurs when work and family demands compete for the same time, energy, and attention ([Jia & Li, 2022](#)). Time-based conflict occurs when work hours or shifts limit family participation. Strain-based conflict appears when emotional or physical pressure from one role interferes with another. Behavior-based conflict occurs when the behavior required in one role becomes incompatible with the behavior expected in another role ([Tsang et al., 2023](#)). These dimensions are relevant to hospital work because female employees may simultaneously face long shifts, night duties, emergency calls, and family responsibilities at the same time ([Saigusa et al., 2024](#)). Work-family conflict may reduce self-efficacy because employees who repeatedly fail to balance work and family demands may start to doubt their ability to manage both domains. When employees feel that no strategy can solve role conflict, their perceived control declines ([Tsang et al., 2023](#)).

This decline can weaken confidence in completing work tasks and managing personal responsibilities of the employees. Recent research has linked work-family conflict with lower psychological adjustment and has shown that self-efficacy can become an important personal resource in such conditions ([Balogun, Adetunji, & Uye, 2024](#)). Job stress can also reduce the self-efficacy. High workload, unclear roles, limited career development, interpersonal pressure, and rigid organizational structures can make employees feel less capable of managing work demands ([Shao et al., 2022](#)). In healthcare settings, stress may become stronger because employees must simultaneously handle patient needs, team coordination, and administrative rules at the same time. When stress exceeds employees' coping capacity, they may doubt their competence ([Dianat et al., 2021](#)). Studies among nurses and professionals have shown that occupational stress has a negative relationship with self-efficacy and mental well-being ([Cabrera-Aguilar et al., 2023](#); [Rafiei et al., 2024](#)).

2.3 Work-family Conflict, Job Stress, Self-Efficacy, and Turnover Intention

Work-family conflict may increase turnover intention because employees who experience persistent role conflict can evaluate their current job as harmful to their work-life balance ([Jia & Li, 2022](#)). When employees perceive that their work prevents them from fulfilling family responsibilities, resigning or searching for another job may appear to be a rational option. This relationship is important in hospitals because family unfriendly schedules can increase pressure on employees with domestic responsibilities ([Saigusa et al., 2024](#)). Several recent studies have shown that work-family conflict is positively related to turnover intention, especially when employees have limited organizational support ([Yucel, Sirin, & Bas, 2023](#)).

Job stress increases turnover intention because continued pressure reduces job satisfaction, drains emotional resources, and creates a desire to escape a stressful environment ([Pei et al., 2024](#)). Hospital

employees who experience high job stress may perceive their current workplace as a risk to their physical and psychological health ([Yuan et al., 2024](#)). [Putri \(2023\)](#) confirms that job stress is an important antecedent of turnover intention. [Maulidah, Ali, and Pangestuti \(2022\)](#) study in a hospital context showed that workload and job satisfaction are related to turnover intention among hospital employees.

Self-efficacy is expected to reduce turnover intention because employees with stronger confidence are more likely to solve problems, seek support and persist under pressure ([Shao et al., 2022](#)). Self-efficacy can help employees interpret work demands as manageable rather than uncontrollable ([Mondo, Pileri, Carta, & De Simone, 2022](#)). In contrast, employees with weak self-efficacy may perceive work-family conflict and job stress as proof that they cannot remain in the organization. [Wulandaru, Ningtiyas, and Nasrulloh \(2025\)](#) research on employee self-efficacy also supports the role of self-belief in positive employee outcomes. This logic suggests that self-efficacy is not only an outcome of work-family conflict and job stress. It also serves as a pathway to explain why these stressors increase turnover intention ([Belizario, Mamani-Benito, Zerga-Morales, Turpo-Chaparro, & Morales-Garcia, 2024](#)). Work-family conflict and job stress reduce self-efficacy, and reduced self-efficacy makes employees more likely to consider leaving ([Cabrera-Aguilar et al., 2023](#)). Thus, self-efficacy functions as a psychological mechanism between stressors and turnover intention ([Pei et al., 2024](#)).

2.4 Family Organizational Support as a Boundary Condition

Family organizational support refers to the extent to which employees perceive that their organization understands, values, and supports their family related needs ([Q. Li et al., 2022](#)). It is closely related to perceived organizational support but focuses more strongly on employee's work-family interface. In practice, family organizational support may include supervisors' understanding, flexible scheduling, fair workload allocation, leave tolerance, and concern for employee well-being ([Gull et al., 2023](#)). Such support can create a sense of value and reduce withdrawal intentions ([Galanis et al., 2024](#)). Goodwood's research also links perceived organizational support to work engagement, which is relevant to employee retention ([Aleyda & Berliyanti, 2023](#)). Family organizational support may moderate the relationship between work and family conflict and self-efficacy because support can provide additional resources when employees face role pressure ([Gull et al., 2023](#)).

When organizations provide practical and emotional support, employees may feel more capable of managing their work and family responsibilities. Support can also moderate the relationship between job stress and self-efficacy because employees who receive support may perceive stress as manageable ([Siddiqi et al., 2024](#)). Thus, support functions as an external resource that strengthens perceived control ([H. Li & Mo, 2023](#)). Family organizational support may also moderate the effects of work-family conflict, job stress, and self-efficacy on turnover intention. Employees who receive support may not immediately translate work-family conflict or stress into intention to leave ([Q. Li et al., 2022](#)). Support can also make self-efficacy more effective in reducing turnover intention because employees feel confident and supported simultaneously ([H. Li & Mo, 2023](#)). Recent Goodwood studies on work-life balance, organizational support, and employee retention show that supportive conditions are important for explaining employee withdrawal and retention outcomes ([Charwin & Setyawan, 2025](#); [Nathania, Saputra, & Karsim, 2026](#)).

Based on the theoretical and empirical arguments above, this study argues that turnover intention among female hospital employees is shaped by work-family conflict, job stress, self-efficacy, and family organizational support. Work-family conflict and job stress represent work-related and family related pressures that may increase employees' intention to leave. Self-efficacy is an internal psychological mechanism that explains how employees respond to these pressures, whereas family organizational support is an organizational condition that may strengthen or weaken the effect of these pressures on turnover intention. Therefore, this study proposes the following hypothesis:

- H₁*: Work-family conflict has a positive effect on turnover intention
- H₂*: Job stress positively affects turnover intention
- H₃*: Self-efficacy negatively affects turnover intention

- H₄*: Self-efficacy mediates the effects of work-family conflict and job stress on turnover intention
- H₅*: Family organizational support moderates the effects of work-family conflict, job stress, and self-efficacy on turnover intention

3. Methodology

3.1 Research Design and Setting

This study employed a quantitative explanatory design. The design was appropriate because the study tested a structural model linking work-family conflict, job stress, self-efficacy, family organizational support, and turnover intention. The research setting was the RSUD Wangaya Denpasar City, Bali, Indonesia. The hospital was selected because the original thesis identified employee turnover issues and role pressure among female employees in the organization. This study was survey-based and used structured questionnaires as the main data collection instrument. This study followed a causal-predictive approach using partial least squares structural equation modeling. PLS-SEM was selected because the research model included multiple latent variables, mediation, and moderation ([Hair & Alamer, 2022](#)). PLS-SEM is suitable for complex models, prediction-oriented analyses, and models that include direct and indirect relationships ([Hair et al., 2021](#)).

3.2 Population, Sample, and Data Collection

The population consisted of all female employees at RSUD Wangaya Denpasar City, totaling 729. The sample size was calculated using the Slovin formula with a five % error tolerance. The calculation produced 258.5 respondents, which was rounded to 259 respondents. The respondents were female employees who worked in different units and had direct experience with hospital work demands. Data were collected through questionnaires, interviews, and document analysis. The questionnaire measured each construct using indicators adapted from prior studies and the thesis's instrument. Interviews and documentation were used to strengthen the understanding of the hospital context and practical issues faced by female employees. All questionnaire items were rated on a five-point Likert scale. Before the main analysis, the data were screened and tested for their validity and reliability.

3.3 Measurement of Variables

Work-family conflict was measured using three indicators: time-based, strain-based, and behavior-based conflicts ([Tsang et al., 2023](#)). Job stress was measured using four indicators, such as role conflict, interpersonal factors, career development and organizational structure ([Shao et al., 2022](#)). Family organizational support was measured using eight indicators, such as contribution appreciation, extra effort appreciation, response to complaints, concern for welfare, appreciation of work results, concern for working conditions, organizational attention, and pride in employee success ([Q. Li et al., 2022](#)). Self-efficacy was measured using five indicators, such as confidence in performing tasks, motivating oneself, exerting effort, facing obstacles, and solving problems ([Cabrera-Aguilar et al., 2023](#)). Turnover intention was measured using three indicators, such as thinking of quitting, intention to search for alternatives, and intention to quit ([Zhang et al., 2024](#)). These indicators allowed the model to capture both psychological resources and withdrawal cognition.

3.4 Data Analysis

The data were analyzed using SmartPLS 3.0. The analysis included an evaluation of the measurement and structural models. The measurement model was assessed using outer loading, discriminant validity, Cronbach's alpha, and composite reliability. The structural model was assessed using R-squared, Q-square predictive relevance, path coefficients, t-statistics, and p-values. Direct, indirect, and interaction effects were tested using bootstrapping. A path was considered significant when the p-value was < 0.05.

4. Results and Discussions

4.1 Respondent Profile

The study involved 259 female employees of RSUD Wangaya Denpasar. Most respondents were aged 36-45 years, held a bachelor's degree, and had worked for less than two years. This profile indicates that the sample included employees with relatively mature age characteristics but varied employment

tenures. The high proportion of employees with shorter tenures is relevant to turnover intention because new and early tenure employees may still evaluate their fit with the organization. The distribution of respondents is important for understanding the demographic background of the sample before discussing the model's results. Age, education, and tenure indicate the profiles of female employees involved in the survey. The detailed respondent characteristics are shown in Table 1.

Table 1. Respondent profile

Characteristic	Category	Frequency	Age (%)
Age	<25 years	35	13.51
	25 to 35 years	104	40.15
	36 to 45 years	120	46.34
Education	Diploma	44	16.99
	Bachelor	138	53.28
	Master	23	8.88
	Others	54	20.85
Tenure	<2 years	104	40.15
	2 to 5 years	98	37.84
	6 to 10 years	34	13.13
	>10 years	23	8.88

4.2 Measurement Model Assessment

The measurement model met the validity and reliability requirements of this study. All indicators had outer loading values greater than 0.70. The Cronbach's alpha and composite reliability values also exceeded the 0.70 threshold. These results show that the indicators were internally consistent and valid for measuring latent variables. The results are consistent with the PLS-SEM guidelines, which recommend indicator reliability, internal consistency, and discriminant validity before structural interpretation. Before presenting the detailed measurement and structural model results, the SmartPLS model is provided to show the overall analytical framework of the study. The model illustrates the relationships among work-family conflict, job stress, self-efficacy, family organizational support, and turnover intention. It also shows the mediation pathway through self-efficacy and the moderating effects involving family organizational support, as presented in Figure 1.

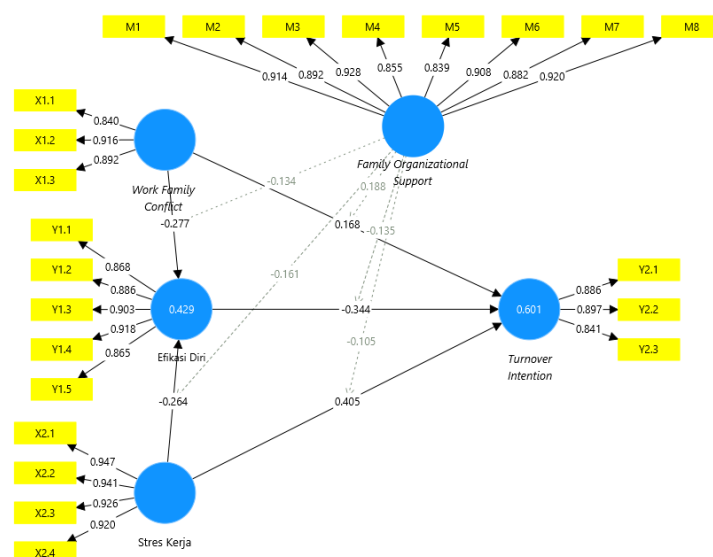


Figure 1. PLS-SEM model generated from SmartPLS

Indicator reliability was examined using outer loading values to determine whether each observed item adequately represented its latent constructs. An indicator is generally considered reliable when its outer loading is greater than 0.70. The complete outer loading values for all the indicators are presented in Table 2.

Table 2. Measurement model summary

Construct	Indicator	Outer Loading	Decision
Work-family conflict	$X_{1.1}$	0.840	Valid
	$X_{1.2}$	0.916	Valid
	$X_{1.3}$	0.892	Valid
Job stress	$X_{2.1}$	0.947	Valid
	$X_{2.2}$	0.941	Valid
	$X_{2.3}$	0.926	Valid
	$X_{2.4}$	0.920	Valid
Family organizational support	M_1	0.914	Valid
	M_2	0.892	Valid
	M_3	0.928	Valid
	M_4	0.855	Valid
	M_5	0.839	Valid
	M_6	0.908	Valid
	M_7	0.882	Valid
	M_8	0.920	Valid
Self-efficacy	$Y_{1.1}$	0.868	Valid
	$Y_{1.2}$	0.886	Valid
	$Y_{1.3}$	0.903	Valid
	$Y_{1.4}$	0.918	Valid
	$Y_{1.5}$	0.865	Valid
Turnover intention	$Y_{2.1}$	0.886	Valid
	$Y_{2.2}$	0.897	Valid
	$Y_{2.3}$	0.841	Valid

Table 2 shows that all outer loading values ranged from 0.839-0.947. As all values exceeded the 0.70 threshold, all indicators were retained in the model. This result confirms that the indicators have adequate reliability in representing their respective constructs. After confirming indicator reliability, convergent validity and internal consistency reliability were assessed at the construct level. Convergent validity was evaluated using the Average Variance Extracted (AVE), while internal consistency reliability was evaluated using Cronbach's alpha, rho_A, and Composite Reliability. The construct reliability and convergent validity results are shown in Table 3.

Table 3. Construct reliability and convergent validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Decision
Self-efficacy	0.934	0.944	0.949	0.789	Valid and reliable
Family organizational support	0.963	0.965	0.969	0.797	Valid and reliable
Job stress	0.951	0.954	0.964	0.871	Valid and reliable
Turnover intention	0.854	0.898	0.907	0.765	Valid and reliable
Work-family conflict	0.859	0.862	0.914	0.780	Valid and reliable

Table 3 shows that all AVE values were above 0.50, ranging from 0.765 to 0.871. These values indicate that each construct explained more than half of the variance in its indicators. The Cronbach's alpha values ranged from 0.854 to 0.963, the rho_A values ranged from 0.862 to 0.965, and the Composite Reliability values ranged from 0.907 to 0.969. As all reliability values were above 0.70, the constructs demonstrated acceptable internal consistency reliability. Discriminant validity was assessed to ensure that each construct measured a concept distinct from the other constructs in the model. The Fornell-Larcker criterion was used to compare the square root of the AVE for each construct with its correlations with other constructs. The results of the discriminant validity are presented in Table 4.

Table 4. Discriminant validity using the Fornell-Larcker criterion

Construct	SE	FOS	JS	TI	WFC
Self-efficacy	0.888				
Family organizational support	-0.531	0.893			
Job stress	-0.517	0.652	0.933		
Turnover intention	-0.640	0.469	0.628	0.875	
Work-family conflict	-0.527	0.587	0.600	0.543	0.883

Table 4 indicates that the square root of the AVE for each construct, shown on the diagonal, was higher than its correlation with the other constructs. This result confirms that each construct measures a distinct concept. Therefore, the measurement model met the requirements for indicator reliability, convergent validity, internal consistency reliability, and discriminant validity.

4.3 Structural Model and Hypothesis Testing

After the measurement model met the required criteria, the structural model was assessed to examine the proposed relationships among the constructs. Structural analysis evaluated the explanatory power of the model, direct effects, mediation effects through self-efficacy, and moderation effects involving family organizational support. The explanatory and predictive powers of the structural model were evaluated before interpreting the hypothesis testing results. The R-squared value for self-efficacy indicates the proportion of variance explained by work-family conflict, job stress, and the relevant interaction terms, whereas the R-squared value for turnover intention indicates the explanatory power of the complete model. The R-squared, adjusted R-squared, and Q-squared values are presented in Table 5.

Table 5. Model explanatory and predictive power

Endogenous variables	R-square	Adjusted R-square	Interpretation
Self-efficacy	0.429	0.417	Moderate
Turnover intention	0.601	0.589	Moderate to strong
Q-square predictive relevance	0.772	-	Strong

Table 5 shows that the R-squared value for self-efficacy was 0.429, which means that 42.9 % of self-efficacy variance was explained by the model. The R-squared value for turnover intention was 0.601, indicating that 60.1 % of turnover intention variance was explained by the model. The Q-square value was 0.772, indicating strong predictive relevance and showing that the model had adequate predictive capability. Hypothesis testing was conducted using bootstrapping in SmartPLS 3.0 after the structural model showed adequate explanatory and predictive relevance. The analysis examined the direct, mediation, and moderation effects to determine whether the proposed relationships were statistically supported. The path coefficients, t-statistics, p-values, and hypothesis decisions are shown in Table 6.

Table 6. Structural path results

Relationship	Coefficient	t-statistic	p-value	Decision
Work-family conflict → Self-efficacy	-0.277	3.753	0.000	Supported
Job stress → Self-efficacy	-0.264	3.402	0.001	Supported
Work-family conflict → Turnover intention	0.168	2.446	0.014	Supported
Job stress → Turnover intention	0.405	5.887	0.000	Supported
Self-efficacy → Turnover intention	-0.344	6.314	0.000	Supported
WFC x FOS → Self-efficacy	-0.134	1.967	0.049	Supported
Job stress x FOS → Self-efficacy	-0.161	2.277	0.023	Supported
WFC x FOS → Turnover intention	0.188	2.322	0.020	Supported
Job stress x FOS → Turnover intention	-0.105	1.210	0.226	Not supported
Self-efficacy x FOS → Turnover intention	-0.135	2.006	0.045	Supported
WFC → Self-efficacy → Turnover intention	0.096	3.024	0.003	Supported

Job stress → Self-efficacy → Turnover intention	0.091	2.728	0.006	Supported
---	-------	-------	-------	-----------

Table 6 presents the direct, mediation, and moderation paths used to test the proposed models. The statistical results are discussed together with their theoretical meaning and prior empirical findings, so the interpretation moves directly from the evidence to the explanation. At the direct-effect level, work-family conflict and job stress reduced self-efficacy among female employees. Work-family conflict had a negative and significant effect on self-efficacy ($\beta = -0.277$; $t = 3.753$; $p < 0.001$), and job stress also showed a negative and significant effect ($\beta = -0.264$; $t = 3.402$; $p = 0.001$). These findings indicate that role conflict and work pressure reduce employees' confidence in managing tasks, solving problems, and facing obstacles. In the hospital context, shift schedules, emergency duties, emotional demands, and family responsibilities can weaken employees perceived behavioral control. This interpretation is consistent with [Balogun et al. \(2024\)](#); [Cabrera-Aguilar et al. \(2023\)](#); [Jentsch, Hoferichter, Blomeke, Konig, and Kaiser \(2023\)](#); [Tsang et al. \(2023\)](#), who found that conflict and stress reduce self-efficacy when employees perceive that their demands exceed their available coping resources.

The same pressures also increased turnover intention. Work-family conflict had a positive and significant effect on turnover intention ($\beta = 0.168$; $t = 2.446$; $p = 0.014$), and job stress had the strongest direct effect on turnover intention ($\beta = 0.405$; $t = 5.887$; $p < 0.001$). This pattern shows that stress is the most immediate predictor of the intention to leave in this model. Employees may tolerate role conflict when they receive support, but intense work stress can create a stronger desire to search for another job. This finding supports [\(Jia & Li, 2022\)](#); [Pei et al., 2024](#); [Saigusa et al., 2024](#); [Yuan et al., 2024](#)). This also aligns with Goodwood-published studies showing that job stress and work-life imbalance are relevant predictors of turnover-related outcomes in service and hospital contexts ([Gea & Novialumi, 2025](#)).

Self-efficacy is a protective psychological resource. The path from self-efficacy to turnover intention was negative and significant ($\beta = -0.344$; $t = 6.314$; $p < 0.001$), indicating that employees with stronger confidence were less likely to consider leaving. This result confirms that turnover intention is not only driven by pressure from work and family. It is also shaped by employees' evaluations of their ability to handle these pressures. This finding supports [\(Mondo et al., 2022\)](#); [Shao et al., 2022](#); [Zhang et al., 2024](#)), who emphasized that self-efficacy can reduce withdrawal intentions because confident employees tend to interpret work problems as manageable challenges rather than reasons to leave.

The mediation results further clarify this mechanism. Self-efficacy partially mediated the effect of work-family conflict on turnover intention ($\beta = 0.096$; $t = 3.024$; $p = 0.003$) and the effect of job stress on turnover intention ($\beta = 0.091$; $t = 2.728$; $p = 0.006$). These findings indicate that conflict and stress increase turnover intention directly and indirectly by weakening self-efficacy. The partial mediation pattern indicates that retention problems should not be managed solely by reducing stressors. Hospitals also need to strengthen employees' confidence, coping abilities, and problem-solving capacities through mentoring, training, supervisor feedback, and peer support. This interpretation extends the evidence from [\(Geremias, Cavaco, & Sotomayor, 2025\)](#); [Pei et al., 2024](#); [Rasool, Warraich, & Arshad, 2024](#)).

Moderation analysis provides a more nuanced picture of family organizational support. Family organizational support significantly moderated the relationship between work and family conflict and self-efficacy ($\beta = -0.134$; $t = 1.967$; $p = 0.049$) and the relationship between job stress and self-efficacy ($\beta = -0.161$; $t = 2.277$; $p = 0.023$). These results show that organizational support changes the strength of the relationship between pressure and confidence. Supportive scheduling, supervisor empathy, fair leave procedures, and family sensitive policies can influence employee's interpretation of work-family conflict and stress. However, support should not be treated as a substitute for workload control because clinical stressors may remain strong when the source of stress is structural in nature. This view is consistent with [Kim and Beehr \(2023\)](#); [Wang, Chang, Zhou, and Zhu \(2024\)](#) on social support and work-life balance in hospital settings.

Family organizational support also shaped the relationship between work and family conflict and turnover intention ($\beta = 0.188$; $t = 2.322$; $p = 0.020$) and between self-efficacy and turnover intention (β

= -0.135; $t = 2.006$; $p = 0.045$). These findings show that family supportive conditions matter when employees face role conflict and rely on confidence to remain in the organization. Employees with stronger self-efficacy are more likely to stay when they perceive the organization as supportive. This result supports [Abdelwahed et al. \(2024\)](#); [Gull et al. \(2023\)](#); [Siddiqi et al. \(2024\)](#), who emphasized the role of organizational support in reducing withdrawal-related responses.

The only unsupported moderation path was the interaction between job stress and family organizational support on turnover intention ($\beta = -0.105$; $t = 1.210$; $p = 0.226$). This result is important because it shows that family-oriented support does not automatically reduce the effect of job stress on the intention to leave. In hospitals, job stress may stem from patient safety responsibilities, emergency cases, limited staffing, unclear roles, and high service intensity. These stressors require structural solutions, such as workload mapping, staffing adequacy, role clarity, and psychological support. This finding is in line with [Galanis et al. \(2024\)](#), who showed that turnover intention in healthcare is shaped by complex occupational conditions. It is also consistent with [Gea and Novialumi \(2025\)](#) that stress remains a central factor in turnover intention.

Overall, the results support the main argument of this study: work-family conflict and job stress increase turnover intention, such as self-efficacy explains part of this process; and family organizational support acts as a boundary condition for several important relationships. The findings refine the theory of planned behavior by showing that turnover intention among female hospital employees is shaped by perceived behavioral control at two levels: internal control through self-efficacy and external control through Family Supportive Organizational Conditions (FSOCs).

4.4 Practical Implications

The findings have several practical implications for RSUD Wangaya Denpasar City and similar hospitals. First, management should reduce work-family conflict by reviewing shift patterns, improving fairness in scheduling, and creating clearer procedures for family related leave. These actions are important because female hospital employees often simultaneously manage professional duties and family responsibilities at the same time. A fairer scheduling system can help employees maintain role balance and reduce the pressure that may lead to resignation. Second, job stress should receive the strongest managerial attention because it has the largest direct effect on turnover intention. Hospitals can conduct workload mapping, improve staffing distribution, clarify job roles, and provide access to stress management support. Stress reduction should not only focus on individual coping strategies. It should also address the structural sources of stress, such as workload imbalance, unclear procedures, long working hours, and limited staff support.

Third, self-efficacy should be included in employee development. Training, coaching, mentoring, peer learning, and constructive supervisor feedback can strengthen employees' confidence in handling work demands. Female employees who feel more capable of managing pressure are more likely to remain committed to their work and less likely to view resignation as the only solution when facing difficult working conditions. Fourth, family organizational support should be implemented as a genuine and consistent policy. Support should include family sensitive supervisor behavior, flexible responses to family emergencies, fair shift-exchange systems, and welfare programs that consider the needs of female employees. These policies can help employees feel valued and supported. However, they must be applied consistently across units so that support becomes part of the hospital's work culture rather than a temporary response.

5. Conclusions

5.1 Conclusion

This study refocused the thesis model into an integrated article on the psychological and organizational mechanisms behind turnover intention among female hospital employees. The findings show that work-family conflict and job stress reduce self-efficacy and increase turnover intention. Self-efficacy reduces turnover intention and partially mediates the effects of work-family conflict and job stress. These results confirm that employees' intention to leave is shaped not only by external demands but also by their psychological confidence in managing those demands. Family organizational support plays a significant

and selective moderating role. It moderates the effects of work-family conflict and job stress on self-efficacy, work-family conflict on turnover intention, and self-efficacy on turnover intention. However, it did not significantly moderate the effect of job stress on turnover intention. This implies that support alone may not be sufficient to reduce resignation intentions when job stress is high. Hospitals need to combine support with concrete workloads and job design improvements.

5.2 Research Limitations

This study had several limitations. First, it used cross-sectional data; therefore, the findings cannot fully establish causal relationships. Second, the study involved female employees from one public hospital in Denpasar, which limits generalization to other hospitals and regions of Indonesia. Third, the data were collected through self-reported questionnaires; therefore, common method bias may still exist. Fourth, the model focused on work-family conflict, job stress, self-efficacy, and family organizational support, while other variables such as burnout, job satisfaction, supervisor support, compensation, and career commitment were not included.

5.3 Suggestions and Directions for Future Research

Hospital management should prioritize job stress reduction because job stress has the strongest direct effect on turnover intention. Management should also reduce work-family conflict through family sensitive scheduling and clear communication. Self-efficacy development should be integrated into human resource programs through training, mentoring, and feedback from supervisors. Family organizational support should be strengthened through policies that help female employees manage work and family responsibilities. Future research should test the model in several hospitals and compare public and private healthcare organizations. Longitudinal research can examine whether work-family conflict and job stress predict actual turnover behavior over time. Future studies should also include burnout, job satisfaction, affective commitment, supervisor support, and work-life balance as additional mediating or moderating variables. Qualitative studies can also explore how female hospital employees interpret support, stress, and resignation intentions in their daily work experiences.

Acknowledgement

The author thanks RSUD Wangaya Denpasar City and all the female employees who participated in the study. The author also acknowledges the academic guidance received during thesis development. No external financial support was received for this study.

Author Contributions

KJPD contributed to the conceptualization, data collection, data curation, formal analysis, methodology, original draft preparation, and project administration. AWSG contributed to the conceptualization, methodology, supervision, manuscript review, and critical revision. IGAI contributed to the supervision, manuscript review, validation, and critical revision. All the authors have read and approved the final version of the manuscript.

References

- Abdelwahed, N. A. A., Al Doghan, M. A., Saraih, U. N., & Soomro, B. A. (2024). Forecasting turnover intention: An analysis of psychological factors and perceived organizational support among healthcare professionals. *International Journal of Human Rights in Healthcare*, 17(5), 645-661. doi:<https://doi.org/10.1108/IJHRH-06-2023-0043>
- Aleyda, F., & Berliyanti, D. O. (2023). Pengaruh perceived organizational support, contingency reward behaviour terhadap work engagement. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 4(3), 185-194. doi:<https://doi.org/10.35912/jakman.v4i3.1290>
- Balogun, A. G., Adetunji, A. M., & Uye, E. E. (2024). Healthcare workers' mental health and work-family conflict: The moderating effect of work-family conflict self-efficacy. *International Journal of Educational and Psychological Sciences*, 2(5), 315-330. doi:<https://doi.org/10.59890/ijeps.v2i5.2314>
- Belizario, M. V., Mamani-Benito, O., Zerga-Morales, C. A., Turpo-Chaparro, J. E., & Morales-Garcia, W. C. (2024). Effect of perceived stress, job satisfaction, and workload on the professional self-

- efficacy of Peruvian regular basic education teachers. *Frontiers in Education*, 9, 1302624. doi:<https://doi.org/10.3389/educ.2024.1302624>
- Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-Garcia, M., Ramirez-Coronel, A. A., Morales-Garcia, S. B., Sairitupa-Sanchez, L. Z., & Morales-Garcia, W. C. (2023). Resilience and stress as predictors of work engagement: The mediating role of self-efficacy in nurses. *Frontiers in Psychiatry*, 14, 1202048. doi:<https://doi.org/10.3389/fpsy.2023.1202048>
- Charwin, C., & Setyawan, A. (2025). Peran kepuasan kerja dalam relasi work-life balance dan turnover intention. *Studi Akuntansi, Keuangan, dan Manajemen*, 5(1), 269-283. doi:<https://doi.org/10.35912/sakman.v5i1.4446>
- Dianat, I., Azemi, S., Abdollahzadeh, F., Bazazan, A., & Asghari Jafarabadi, M. (2021). Does self-efficacy mediate the relationship between occupational stress and mental health problems? A study among nursing professionals. *Health Promotion Perspectives*, 11(3), 344-350. doi:<https://doi.org/10.34172/hpp.2021.44>
- Dousin, O., Collins, N., Bartram, T., & Stanton, P. (2021). The relationship between work-life balance, the need for achievement, and intention to leave: Mixed-method study. *Journal of Advanced Nursing*, 77(3), 1478-1489. doi:<https://doi.org/10.1111/jan.14724>
- Galanis, P., Moisoglou, I., Papathanasiou, I. V., Malliarou, M., Katsiroumpa, A., Vraha, I., . . . Kaitelidou, D. (2024). Association between organizational support and turnover intention in nurses: A systematic review and meta-analysis. *Healthcare*, 12(3), 291. doi:<https://doi.org/10.3390/healthcare12030291>
- Gea, F. J., & Novialumi, A. (2025). The impact of job stress, organizational culture, work motivation on turnover intention of Pramusapa employees. *Reviu Akuntansi, Manajemen, dan Bisnis*, 5(2), 297-310. doi:<https://doi.org/10.35912/rambis.v5i2.5426>
- Geremias, R. L., Cavaco, L., & Sotomayor, A. M. (2025). Evaluating the serial mediating role of job satisfaction and self-efficacy in the relationship between work-family conflict and turnover intention of Portuguese employees. *Administrative Sciences*, 15(3), 93. doi:<https://doi.org/10.3390/admsci15030093>
- Gull, N., Asghar, M., Bashir, M., Liu, X., & Xiong, Z. (2023). Does a family-supportive supervisor reduce the effect of work-family conflict on emotional exhaustion and turnover intentions? A moderated mediation model. *International Journal of Conflict Management*, 34(2), 253-272. doi:<https://doi.org/10.1108/IJCMS-03-2022-0046>
- Hair, J. F., & Alamer, A. (2022). Partial least squares structural equation modeling in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. doi:<https://doi.org/10.1016/j.rmal.2022.100027>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling Using R: A Workbook*: Springer.
- Jentsch, A., Hoferichter, F., Blomeke, S., Konig, J., & Kaiser, G. (2023). Investigating teachers' job satisfaction, stress and working environment: The roles of self-efficacy and school leadership. *Psychology in the Schools*, 60(3), 679-690. doi:<https://doi.org/10.1002/pits.22788>
- Jia, C. X., & Li, J. C. M. (2022). Work-family conflict, burnout, and turnover intention among Chinese social workers: The moderating role of work support. *Journal of Social Service Research*, 48(1), 12-27. doi:<https://doi.org/10.1080/01488376.2021.1942393>
- Kim, M., & Beehr, T. A. (2023). Empowering leadership improves employees' positive psychological states to result in more favorable behaviors. *The International Journal of Human Resource Management*, 34(10), 2002-2038. doi:<https://doi.org/10.1080/09585192.2022.2054281>
- Li, H., & Mo, J. (2023). The relationship between workplace support and turnover intention amongst Chinese social workers: A moderated mediation model. *The British Journal of Social Work*, 53(2), 1055-1076. doi:<https://doi.org/10.1093/bjsw/bcac171>
- Li, Q., Mohamed, R., Mahomed, A., & Khan, H. (2022). The effect of perceived organizational support and employee care on turnover intention and work engagement: A mediated moderation model using age in the post pandemic period. *Sustainability*, 14(15), 9125. doi:<https://doi.org/10.3390/su14159125>
- Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). Pengaruh beban kerja dan kepuasan kerja terhadap turnover intention karyawan RSUD ABC Jakarta Selatan. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 3(2), 159-176. doi:<https://doi.org/10.35912/jakman.v3i2.611>

- Mondo, M., Pileri, J., Carta, F., & De Simone, S. (2022). Social support and self-efficacy on turnover intentions: The mediating role of conflict and commitment. *Social Sciences*, 11(10), 437. doi:<https://doi.org/10.3390/socsci11100437>
- Nathania, M., Saputra, P., & Karsim, K. (2026). Effects of working hours and workload on work-life balance via stress. *Studi Ilmu Manajemen dan Organisasi*, 6(4), 1-15. doi:<https://doi.org/10.35912/simo.v6i4.4963>
- Pei, S., Wang, S., Jiang, R., Guo, J., & Ni, J. (2024). How work stress influence turnover intention among Chinese local undergraduate university teachers: The mediating effect of job burnout and the moderating effect of self-efficacy. *Frontiers in Public Health*, 12, 1308486. doi:<https://doi.org/10.3389/fpubh.2024.1308486>
- Putri, N. H. (2023). Literatur riviw terhadap turnover intention: Pengaruh kepuasan kerja dan stres kerja. *Studi Ilmu Manajemen dan Organisasi*, 4(1), 51-61. doi:<https://doi.org/10.35912/simo.v4i1.1728>
- Rafiei, S., Souri, S., Nejatifar, Z., & Amerzadeh, M. (2024). The moderating role of self-efficacy in the relationship between occupational stress and mental health issues among nurses. *Scientific Reports*, 14, 15913. doi:<https://doi.org/10.1038/s41598-024-66357-7>
- Rasool, T., Warraich, N. F., & Arshad, A. (2024). Assessing the relationship between information overload, role stress, and teachers' job performance: Exploring the moderating effect of self-efficacy. *Information Development*, 42(2), 711-729. doi:<https://doi.org/10.1177/02666669241232422>
- Saigusa, T., Sakuraya, A., & Watanabe, K. (2024). Effects of work-family conflict and work engagement on turnover intentions among Japanese hospital nurses. *Nursing Research and Practice*, 2024, 5510374. doi:<https://doi.org/10.1155/2024/5510374>
- Shao, L., Guo, H., Yue, X., & Zhang, Z. (2022). Psychological contract, self-efficacy, job stress, and turnover intention: A view of job demand-control-support model. *Frontiers in Psychology*, 13, 868692. doi:<https://doi.org/10.3389/fpsyg.2022.868692>
- Siddiqi, K. O., Rahman, M. H., Esquivias, M. A., & Hutapea, L. M. N. (2024). The effect of perceived organizational and supervisor support on nurses' turnover intention in Bangladesh: Does work-family conflict play a role? *Social Sciences & Humanities Open*, 10, 100992. doi:<https://doi.org/10.1016/j.ssaho.2024.100992>
- Tsang, S. S., Liu, Z. L., & Nguyen, T. V. T. (2023). Family-work conflict and work-from-home productivity: Do work engagement and self-efficacy mediate? *Humanities and Social Sciences Communications*, 10, 419. doi:<https://doi.org/10.1057/s41599-023-01929-y>
- Wang, C., Chang, X., Zhou, Y., & Zhu, H. (2024). How do work-family practices influence employee work-family conflict? Moderations of commitment-based HRM and human capital. *Personnel Review*, 53(8), 2209-2232. doi:<https://doi.org/10.1108/PR-08-2021-0554>
- Wulandaru, D. R., Ningtiyas, S. R., & Nasrulloh, R. S. (2025). The influence of self-efficacy on employee performance mediated by employee loyalty in the Yogyakarta Palace. *Studi Akuntansi, Keuangan, dan Manajemen*, 4(2), 365-376. doi:<https://doi.org/10.35912/sakman.v4i2.3824>
- Yuan, D., Hu, M., Yao, N., Zhong, H., Xiao, Y., Zhou, X., . . . Zhang, Y. (2024). Effects of perceived stress on turnover intention of female healthcare staff: A serial multiple mediation model. *BMC Public Health*, 24, 1198. doi:<https://doi.org/10.1186/s12889-024-18654-z>
- Yucel, I., Sirin, M. S., & Bas, M. (2023). The mediating effect of work engagement on the relationship between work-family conflict and turnover intention and moderated mediating role of supervisor support during global pandemic. *International Journal of Productivity and Performance Management*, 72(3), 577-598. doi:<https://doi.org/10.1108/IJPPM-07-2020-0361>
- Zhang, J., Xia, L., Wang, Y., Yi, T., Wang, Y., Zhou, E., & Dong, C. (2024). Predictive factors of turnover intention of newly graduated nurses in their first year of employment: A longitudinal study. *BMC Nursing*, 23, 522. doi:<https://doi.org/10.1186/s12912-024-02205-3>